



Leadership Centre for local government

Leading place through effective partnerships

Moving beyond the temporary suspending of mutual loathing in search of cash

A horizontal progress bar at the bottom of the slide, consisting of 15 squares. The first 14 squares are dark blue, and the 15th square is yellow.

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Three scenarios post 2010

- Thumping fist
- Boy George
- Oracle of Delphi

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Thumping fist

- Public sector expenditure falls off the cliff from 1st April 2011

A cartoon illustration of a man with a large, muscular head and a determined expression, wearing a suit. He is holding a large black sign that says "BUDGET DEFICIT" in white capital letters. The cartoon is signed "© Original Artist Reproduction rights reserved from www.CartoonStock.com" and "search ID: 1460000".A horizontal progress bar at the bottom of the slide, consisting of 15 squares. The first 14 squares are dark blue, and the 15th square is yellow.

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Boy George

- Public expenditure falls off a precipice
- Encounters gale force 8 blowing you backwards against the rocks
- Implementation from emergency budget June 2010

A cartoon illustration of two men in historical attire. One man is wearing a purple robe and the other is wearing a blue robe. They are both holding bowls and looking towards the viewer. The man in the purple robe is saying "Please Sir, may we have less?". The cartoon is signed "© Mark Pugh 09".A horizontal progress bar at the bottom of the slide, consisting of 15 squares. The first 14 squares are dark blue, and the 15th square is yellow.

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Oracle of Delphi

- Opposed to indiscriminate cuts
- Instead the solution is: "Realistic tax and spending plans" Making "explicit choices" (in other words either option 1 or option 2)

A cartoon illustration of a pie with a human-like face, including eyes, a nose, and a smiling mouth. The pie is on a plate with a glass of beer next to it. The text "A LOVELY VINCE PIE" is written in large, colorful letters above the pie. A speech bubble from the pie says "OF COURSE I PREDICTED CHRISTMAS YEARS AGO!".A horizontal progress bar at the bottom of the slide, consisting of 15 squares. The first 14 squares are dark blue, and the 15th square is yellow.

In any outcome

- Your job is to ensure safe landing at the bottom of the cliff or precipice
- No practice jumps
- PS as part of a previous efficiency round we discover there are no parachutes



Historically partnerships have been

- Based around short term and limited access to funds
- Rarely about more systemic connecting of services and budgets
- Often time limited in practice (if not in original intent)
- Heavily dependent on particular individuals



But now

- Not only no new cash but lots less
- Salami slicing or fringe shavings wont do
- Its for the long term (2032 to be back to stable state- if you are an optimist!)
- Lets assume a minimum saving of between 10-20% across the board and then a cash freeze even though more demand (and that's optimistic)
- Also major slump in capital programme expenditure from 2011



So we need

- To think differently
- And act differently



And we have no technical solutions

- The agenda is increasingly one of wicked problems
- Child safety
- Health service not just an illness service
- Community cohesion
- Aspiration



Three different mindsets

- Money
- Culture
- Power



Money

- A proxy for resources and for resource allocation
- Government has just released partial analysis of public sector spend for every local authority area
- Total Place initiative will do this in depth for 13 areas (building on Counting Cumbria pilot)



Purpose

- If we knew what the total resource allocation was across our area could we find better ways of maximising the public value of the spend?
- An "efficiency" agenda



Culture

- Building on the knowledge of what we each do
- Can we co design better ways of doing things?
- How do we build on the best bits of each services traditions and practices?



Purpose

- To allow us to focus more on the customer/citizen
- To have services with line of sight of that
- An "improvement" agenda



Power

- To whom are we accountable
- And for what
- Both within our local silo
- And in our relationship with Whitehall
- NB What gets counted is what gets valued



Purpose

- Have we the right levels of command and control?
- What are the implications of things being mandatory?
- An "accountability" agenda



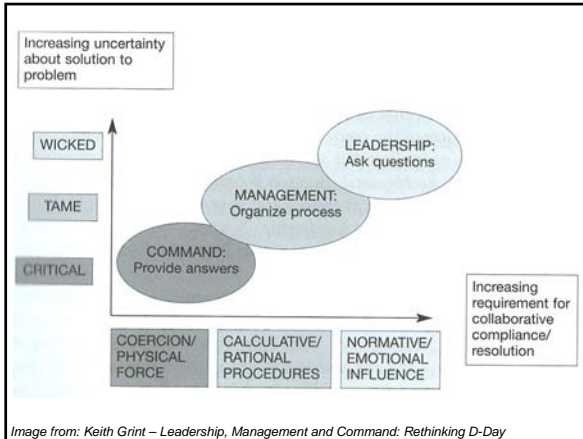
Understanding the mix

- Money/resources
- Culture
- Power
- Management
- Leadership
- Command



Understanding the outcome

- **Simpler** for the staff
- **Better** for the user
- **Cheaper** for the tax payer



Some implications

- Authority not legal power
- Clarity of strategic and delivery/operational roles
- Shared understanding of place
- Elected members



Authority not legal power

- Use of 'soft' power as much as 'hard' power
- Moral authority through the ballot box
- Not waiting to be asked but moving into the space



Strategic and operational


- Who asks the questions
- Who delivers the answers



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Shared understanding


- Language
- Macro-data
- Micro-data
- Timelines
- Past, present and future



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Elected members


- Champions of people and place not second guessing operational delivery
- Story tellers
- Who create the cohesion and impetus for change



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From fear to trust

- Teams can only work based on mutual trust not mutual fear
- Teams only also work where we can recognise the value of the distinctive contribution of other team members
- Practice makes perfect so Team Place X needs to flow through lots of activities not just occasional outings



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